Emily Pelosi, PhD, *HR Analytics Leader at CenturyLink*

My Job: My primary role is to support HR by leading predictive analytics projects and consulting on various OD initiatives. Specifically I support talent management and so my focus is to provide insight from analysis on our initiatives for employee engagement, performance management, and leadership development. The work I've done so far includes developing an organization-wide competency model, creating and implementing a new training evaluation, and conducting analyses to identify drivers of employee attitudes, turnover, and other trends.

What I Liked about SPU: The philosophy of systems thinking really changed the way that I see things and diagnose situations as a consultant. It encouraged me to think deeply about the people and processes in a given situation, and identify the moving parts you need to leverage to be successful.

Advice to Future Students: Be open to new opportunities and don't pass up a chance for an informational interview. There are many different ways you could apply your I/O background; make the most of it by getting exposure to as many potential roles and opportunities as you can!

Brandon Feicho, MA, *University Recruiter, Microsoft*

My Job: Responsible for partnering with various business groups within Microsoft to drive closing strategies for both full-time and intern candidates. Also on point for the management of contract recruiters hired into the University Recruiting team, including the development and implementation of necessary trainings.

What I Liked about SPU: There's definitely a certain sense of confidence I gained by completing the program. Because there is no single job path for folks that graduate, that confidence is necessary because the likelihood that you'll jump into something you've never done before (i.e., recruiting) is high. Best piece of advice I received was that any job can become an I/O job.

Advice to Future Students: Don't limit yourself to what you think you "should" do coming out of the program. Our skill set is so broad that our impact can be felt everywhere.

Mizuki Asano, MA, *Sr. Organizational Development Consultant,* Nintendo of America Inc.

My Job: I consult with the business to design, develop and implement processes that improve organizational efficiency and leadership effectiveness including: talent strategy & management, employee engagement, talent analytics, and leadership development. I also facilitate interventions that builds leader and organizational capability to support organizational change.

What I Liked about SPU: I learned key fundamental knowledge of the organizational and human behavior from I-O perspective. Additionally, I am grateful for gaining many colleagues from the program and becoming part of the I-O community!

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Heather Blacketer, MA, *IT Project Manager, the Bill and Melinda Gates Foundation*

My Job: I split my time between managing delivery for IT projects and providing organizational change management support for the IT Project Management Office. In IT, we support our customers (other teams within Operations and the foundation's Global Programs) to implement technology solutions to meet their business needs. Managing the changes and impacts created by technology delivery is the most I/O-related aspect of my current job.

What I Liked about SPU: One thing I appreciated and took away from the SPU I/O program was the community. In my current role, I find that I/O-jargon doesn't always get me very far. Whenever I find myself with a group of I/O-minded folks these days, I really feel a sense of community - like I'm talking with *my people*.

Advice to Future Students: 1. Work hard because the investment pays off if you are willing to throw yourself into the process; 2: Start learning about the community early - information interviews, networking, or whatever you can do to get out there - it'll help tremendously in the long run when it

Lauren Stradford, MA, *HR Director, Microsoft*

My Job: I manage a team of HR Generalists who support the IT division with over 4,000 employees in 50 countries. My team is responsible for working with the leadership team to drive our people agenda, which includes culture transformation, talent management, and diversity and inclusion.

What I Liked about SPU: I love the pragmatism of the program combined with theory and research. The professors all have real world experience and you can see how the research can be applied in a broad variety of roles.

Advice to Future Students: Stay connected to your cohort and other alumni. It's been 10 years and the relationships I built through the program have been invaluable!

Deanna Haney Loehlein, PhD, *Senior Data Scientist - Nordstrom Inc.*

My Job: My work focuses on extracting insights from people data in order to provide evidence-based consultation to decision-makers throughout the enterprise. I do this by conducting employee research, measurement, and consulting on Human Resources (HR) special projects. Some of my past projects have included work with surveys, assessments, advanced statistics, and program evaluation.

What I Liked about SPU: Receiving critical feedback in a supportive environment. I was not expecting to learn so much about myself and that new understanding has served me well.

Advice to Future Students: Every student has their own journey. Focus on your own path and not comparing yourself to everyone else's.

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Yolanda Winberg, PhD, *Organizational Development Manager; ESPN, Inc.*

My Job: My current focus is on sustaining and developing ESPN's culture in the midst of significant changes to ensure we carry forward what has already been built as well as prepare for the future. I am also working to evolve our leadership assessment strategy, consulting on organizational design initiatives, and helping ESPN leaders more effectively deal with change.

What I Liked about SPU: The I/O program at SPU allowed me to understand the big picture of how different people functions fit together and contribute to overall organizational success. I also learned how to ask good questions and approach my work with research and rigor.

Advice to Future Students: The I/O community is relatively small and many people share the same connections. I've found both networking and managing my brand to be critically important.

Chris Roenicke, PhD, *Assessment and Evaluation Program Manager, Amazon.com*

My Job: In my role I'm tasked with the development and validation of knowledge assessments for all customer service agents globally. My daily work is split between teaching instructional designers across the world how to write valid knowledge assessments and conducting experiments to enhance our existing tests. I also have the chance to define and develop training effectiveness metrics to assess the quality of our training programs.

What I Liked about SPU SPU prepared me for what business is actually like. I learned the skills necessary to succeed as a technical expert, to translate highly complex theories and findings into practical actions.

Advice to Future Students: Come into the program being open to where it might take you. You may want to teach but end up as a practitioner, you may want to stay local but end up moving across the country or world, you may want to be a consultant but end up running a performance management process. An I-O degree opens up numerous doors in your future, don't be scared to see where they lead.

Connie Forsberg, MA, *System Administrator, Amazon Global Talent Assessment Optimization Team*

My Job: I train HR teams on how to use the assessment platform, resolve any technical issues that arise, and create change management materials for new countries planning to launch our assessments. I recently travelled to Italy and the Czech Republic to conduct validation studies for our cultural assessment so that we can begin to use it for hiring decisions in those countries.

What I Liked about SPU I appreciated that SPU's IO program made such a concentrated effort to show us the numerous roles that IO's could have in an organization.

Advice to Future Students: My advice to future students is to remain open-minded to the type of jobs they might be interested in. IO work can sometimes be found where you least expect it.

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Jordan Barr, MA, *Sr. Instructional Designer, T-Mobile*

My Job: I create the training materials used in our training initiatives for frontline sales reps in our retail stores. This could be anything from a participant and facilitator guide for an instructor led training to a one page job aid to a web based training. I meet with subject matter experts to clearly identify the expected behavior change and create a plan for how training will help meet the objective. I partner with our frontline leadership and sales reps, subject matter experts, training delivery team, and implementation team to ensure the materials I create meet the training needs of the training request and reach the intended audience.

What I Liked about SPU: A solid systems perspective - I am constantly analyzing how the systems we have in place as an organization are impacting the behaviors we want to see. This is especially true in training development. I can create the perfect training but if it is not supported by our leadership teams, with the right (a properly functioning) tools in place to perform the job, and behaviors are not monitored post-training, then the training will not be effective. I am always asking: *What is happening outside the parameters of my training initiative that will impact its effectiveness?*

Advice to Future Students: Your path has not been paved in stone yet. You may be "competing" with your peers for jobs. This means you could be working on a group project with your peers and one (or more) of the people in your group may have just gotten a job you interviewed for last week. You will be happy for your peers I'm sure, and there is a good chance you're going to feel discouraged at the same time - don't be. *Your success is not dependent on the success or failure of others.* That is scarcity mentality and you should avoid it. There will always be another job, another opportunity, and your time will come. Celebrate the success of those around you with the confidence that you will find success too. It just may not come in the way you envisioned it in your mind, and that is okay. In fact, it will most definitely be better than you imagined.